

3/28/80



JOSHUA LEDERBERG
PRESIDENT

Thursday morning 11:00 a.m. after JL's conversation with David Packard.

1. Packard was not too impressed with the technological pessimism that I came across with. He thought we're going to do deep drilling, ^{from oil to} solve our energy problem; his own company is not a major pollutor; and so his own bottom ^{line} isn't that much affected by the kinds of issues that I had been talking about with Chauncey Starr. He very promptly said the oil companies are what we should target for interest in this area; and he mentioned in particular that Standard Oil of California (where he is a member of the Board) was initiating a series of major professional chairs and that he would be glad to do his best to try to help us out. From that standpoint I should drop him a note as to what our proposal is going to be. I told him we had been in some contact with them, that the encouragement had been at a much smaller level, and he said he'd be happy to do what he could about that.

He is also going to get in touch with Dick Alberding who is in charge of their medical division at Waltham, Massachusetts and see if there are some points of common interest there.

I told him that I didn't want to be a pest; and if he really had come to closure in a negative direction about being helpful to us, that I didn't want to continue bothering him. He said no, ^{bother!} he'd be delighted if I would drop in to see him from time to time. He's made a major commitment for the time being to an aquarium that he is putting up somewhere in southern California. And that at some time

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in the future "he would like to help us out in some way".

Meantime he would use his influence at the corporate level.

He wondered if his other board relationships like Caterpillar Tractor or Boeing could be of any help. But Caterpillar is interested in local philanthropy. Yes, he agreed that Boeing had so many sharp swings up and down that it was not likely that they had a well formulated policy. But if we had any other point of connection he would be glad to reinforce it through his board membership. He really did not seem too interested in direct involvement in environmental matters since his own company is doing rather well.

We had some brief discussion on some matters of defense policy:

1. in military medicine the Armed Services Medical School was following quite a conventional track. I suggested that it was a medical department of the Army that would be more to the point and that perhaps under the pressure of difficulties in recruiting doctors they could now find ways to build up more intermediary cadres of medical service. I said I would look into that both at the IOM and at the Defense Science Board level. It is certainly true that since most physicians regard their career in the service as being quite limited -- even the career line people are looking forward to early retirement -- that in peace time the development of medical services for the Armed Forces was going to be a subject to the civilian model.

We also talked about MX basing. His views on this question are almost coincidental with my own and he offered me every encouragement to see if the race track basing concept could be slowed up and more

and more sensible approaches pursued.

His contacts at SoCal are very much with Bill Haynes. And that's probably the most important thing to pursue.

David Packard ~~he~~ really seemed more interested in our medical research activities than in environmental health[!] and he should certainly be on the mailing list for our research profiles.

(! contra his encouragement 2 yrs ago)